

# Environmental Sustainability Strategy

Waterloo's 2050 Sustainability Vision

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WATERLOO



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# Territorial Acknowledgement

The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. Our main campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River. Our active work toward reconciliation takes place across our campuses through research, learning, teaching, and community building, and is co-ordinated within the Office of Indigenous Relations.



*Gathering Circle*  
Waterloo Indigenous Relations  
Office of Indigenous Relations  
University of Waterloo  
2020-2021

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# Introduction

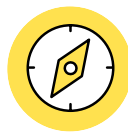
## 1.1. Purpose of Strategy

The Environmental Sustainability Strategy (ESS) describes how University of Waterloo can understand and respond to key sustainability challenges and opportunities. It outlines a clear way of thinking about sustainability on campus. In particular, the ESS brings clarity to the following key questions:



### GLOBAL THEMES

What areas of sustainability are most important and require action?



### CORE DIRECTIONS

Where is Waterloo going, and what are the “north stars” that should guide planning?



### CAMPUS LINKS

Why are these sustainability themes relevant for Waterloo?



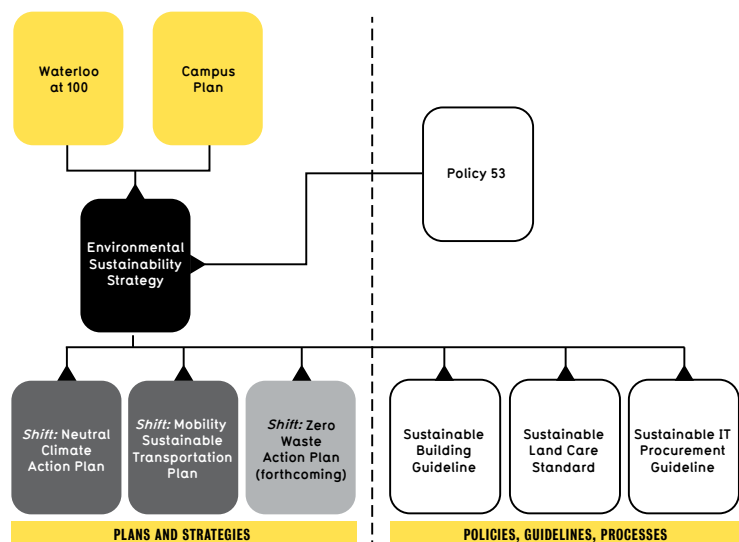
### PLAYBOOK

How can everyone work together and align with campus goals?

The ESS builds upon and embodies commitments and priorities set in the Waterloo Values, Waterloo at 100, the Campus Plan, Policy 53, and other institutional guiding documents. It strengthens the foundations and progress of the 2017-2025 ESS, reinforcing a long-term vision for campus sustainability through 2050, while establishing 2026-2030 actions and accountabilities.

This strategy does not stand alone. Subsequent action plans, such as *Shift:Neutral*, *Shift:Mobility*, and *Shift:Zero*, look closer at specific sustainability topics, creating more detailed roadmaps for how change will occur. Each of these is oriented toward the directions set out in this strategy. In turn, guidelines, standards, and processes complement planning to provide user-focused rules and decision-making support.

Figure 1: ESS Connections to Other Planning and Policy (as of 2025)



# 1.2. Guiding Principles

Development of the ESS is motivated directly by the principles established within Policy 53, namely that Waterloo commits to:

1. **Compliance:** meet or exceed all applicable local, provincial, and national environmental standards and regulations;
2. **Accountability:** establish and maintain at all times an environmental sustainability strategy with measurable goals across all scope areas of this policy;
3. **Transparency:** report annually on its progress towards achieving its goals, including information about environmental impacts and initiatives taken;
4. **Future-focused:** integrate lifecycle cost and impact analysis into its ongoing infrastructure, capital planning, and campus master planning decisions;
5. **Institutional ecology:** enact practices and processes to reduce consumption of resources, minimize output of waste, and mitigate upstream and downstream environmental impacts from campus operations;
6. **Performance:** provide infrastructure that supports quality research and teaching, and enables an appropriate working and living environment;
7. **Education:** ensure students and employees are informed to live sustainably and understand sustainability issues and concepts relevant for their careers;
8. **Shared responsibility:** reinforce that all students, employees, and members of administration are responsible for the institution's sustainability;
9. **Collaboration:** develop clear mechanisms to engage appropriate stakeholders in the design of sustainability initiatives and objectives;
10. **Innovation:** develop processes for the development, evaluation, and, where feasible, implementation of new on-campus technologies, strategies, policies, and procedures;
11. **Community:** create positive benefits to the natural environment for the local and global communities in which it operates; and
12. **Leadership:** demonstrate leadership by aiming towards ambitious standards and outcomes.

# Background

## 2.1. The Sustainability Context

The world is in a very different place in 2025 than it was when the Environmental Sustainability Strategy was first introduced in 2017. The unprecedented rate of societal, technological, political, and economic changes, especially since 2020, have become known in widespread conversation as an emergent “polycrisis”.



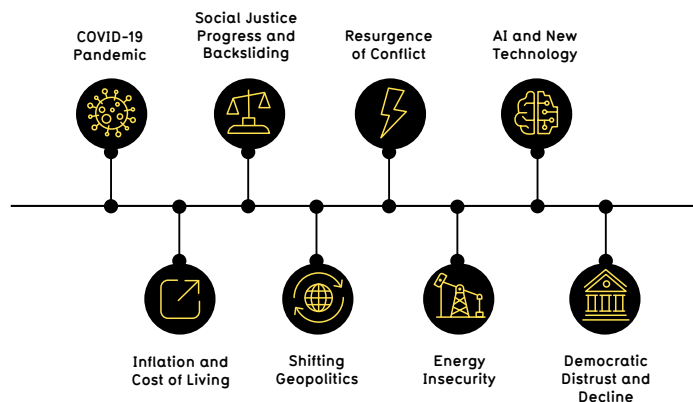
Sustainability challenges are also an underlying driver of the polycrisis, amplifying many other issues. The Planetary Boundaries framework, for example, notes that human activities are exceeding the limits of six out of nine critical earth systems that are necessary for the long-term flourishing of human and non-human life, up from four in 2015 and three in 2009. Impacts are manifesting already, in extreme weather, food and water insecurity, rising prices, supply chain risks, and acute and chronic health risks.

In response, sustainability efforts have also intensified. Global co-ordination on biodiversity protection has strengthened. Public concern has increased about pollutants such as microplastics and “forever chemicals”. The youth climate movement and climate strikes created meaningful momentum that spurred policies globally. Markets and technology have evolved rapidly, delivering sharp cost declines in key technologies that will support a clean energy future, including batteries and renewable energy. Deployment of clean energy now exceeds that of fossil fuels globally by a wide margin, and in many countries, emissions have shown promising peaks or declines.

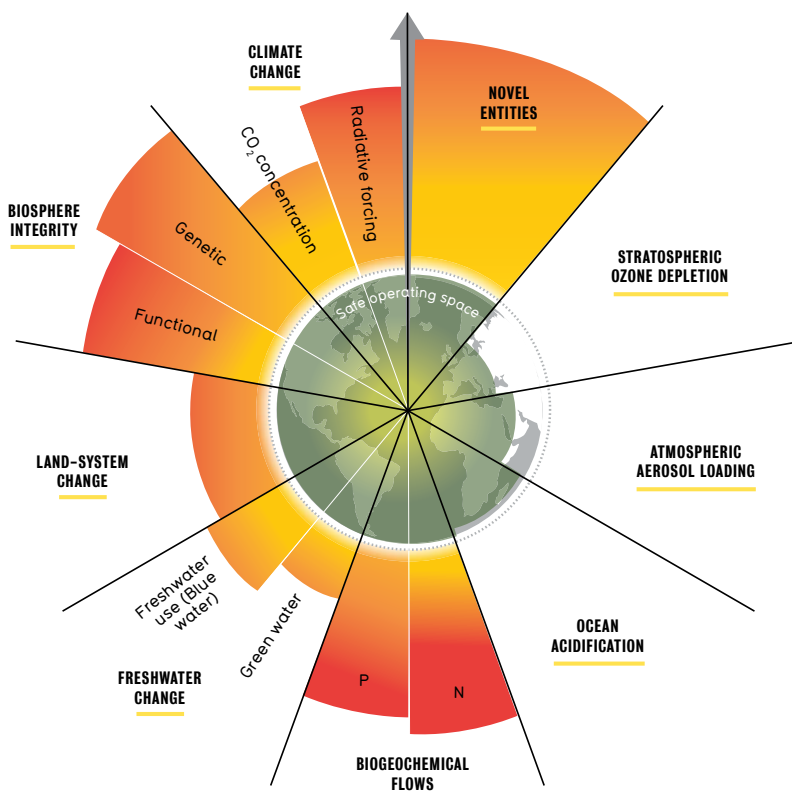
While there remain very large gaps in ambition and implementation, and there is real risk of backsliding, growing global efforts cannot be ignored. It is simultaneously true that there is progress, but not enough of it.

At its core, sustainability means maintaining the integrated health of the environment, society, and economy for today and into the future. This can be understood in a highly scientific and mechanistic way, emphasizing concepts like the Planetary Boundaries framework above. It can also be approached in a highly relational way, emphasizing reciprocity and right relations with our non-human neighbours, consistent with many Indigenous understandings of sustainability. These are not mutually exclusive, and both are immensely important.

**Figure 2: Emergent Global Challenges**



**Figure 3: Planetary Boundaries Framework**



Courtesy of Stockholm Resilience Centre:  
[stockholmresilience.org/research/planetary-boundaries.html](https://stockholmresilience.org/research/planetary-boundaries.html)

*Sustainability means maintaining the integrated health of the environment, society, and economy for today and into the future.*

The strategy emphasizes the environmental pillar of sustainability. It recognizes that environmental sustainability efforts are highly complementary with social and economic sustainability goals, and that environmental progress will be coupled with other campus actions across all three pillars.



## 2.2. The Campus Context

As a research-intensive institution based in Southwestern Ontario, Waterloo has leveraged its unique strengths in co-op and work-integrated learning, entrepreneurship, innovation, and local partnerships and relationships to address many of these crises. The University attracts over 41,000 of the world's brightest students each year, as well as leading subject matter experts and researchers across its academic disciplines. It is among the top 1% of Universities in the world, connects to a vast network of over 8,000 co-op employers, is the top school for entrepreneurs in Canada, and is the top comprehensive research University in Canada.<sup>1</sup>

These strengths are a foundation for Waterloo's approach in delivering its academic mission, as articulated in the University's long-term strategic vision and plan, [Waterloo at 100](#). Waterloo at 100 outlines where the campus aspires to be by 2057 at its 100-year anniversary, including a core commitment to decarbonization and strengthening of sustainability integration. And it describes five interconnected global futures that can help focus and structure collaborations across teaching, research, and operational practices:

Societal futures

Health futures

Sustainable futures

Technological futures, and

Economic futures

The renewed [Waterloo Values](#) clearly articulate a commitment to build on the existing cultural strengths of the campus while identifying areas to continue evolving. As a campus, Waterloo:

Thinks differently

Acts with purpose, and

Works together

Waterloo's sustainability efforts take place within the context of these core institutional vision and values. As just some examples, through 2017-2025, the campus:

- › Created many new opportunities for students to learn about sustainability during their academic journey, including new programs, diplomas, and extracurricular activities
- › Delivered world-class research in collaboration with many partners, including business, non-profits, and governments that address sustainability challenges
- › Launched new collaborative research efforts in sustainable aviation and future cities, and strengthened existing cross-disciplinary efforts in energy, climate, and water research
- › Demonstrated leadership in the launch of higher-education sustainability networks, including the University Global Coalition and the Sustainable Development Solutions Network
- › Launched the *Shift*:Neutral climate action plan, and mobilized over \$20M in funding to support energy efficiency and decarbonization projects, changing the trajectory from emissions growth to emissions reductions
- › Implemented foundational guidelines and requirements related to procurement, building design, sustainable land care, and lifecycle costing
- › Mobilized over \$1M through the Sustainability Action Fund to support events, hackathons, living labs projects, energy efficiency projects, waste reduction initiatives, promotional campaigns, and more, led by students, faculty, and staff
- › Engaged thousands of employees through events, campaigns, training, and Green Office and Green Labs programs
- › Created meaningful pathways for co-curricular student learning and leadership, including the Green Residence Ambassador program, SDSN Youth Coordinator, the Sustainability Leadership Certificate, and the WWF Living Planet Leader program

Waterloo's progress has also received recognition through external frameworks, including as of 2025:

- › **GOLD** rating through the Sustainability Tracking, Assessment, and Rating System (STARS), run through the Association for the Advancement of Sustainability in Higher Education (2025)
- › **60th GLOBALLY** in the QS Sustainability Ranking, as part of the World University Rankings, out of 1,500 participating institutions (2025)

While these achievements and many others should be celebrated, it is important to acknowledge the barriers and challenges Waterloo has and will continue to face, including:

- › Repeated shifts in public policy that make planning and action more difficult, and sometimes work against institutional sustainability goals
- › Local and global events that draw attention to short-term urgent concerns such as the pandemic, affordability, geopolitics, or AI, often distracting from systemic and long-term thinking
- › Continued decline in the financial stability of the higher-education sector, limiting institutional capacity for investments
- › Large gaps between institutional commitments and individual or departmental actions and responsibilities
- › Historically, limited ability to clarify, standardize, and where appropriate, enforce common institutional practices and behaviours

A thorough accounting of successes and challenges can be found in Waterloo's annual [Environmental Sustainability Report](#), along with detailed performance data and outcomes across all objectives of the 2017-25 ESS. Careful consideration of continued barriers and of lessons learned from effective initiatives has been drawn into this Environmental Sustainability Strategy.

The foundations established over the past decade leave Waterloo well-positioned to expand progress and make strategic improvements to enhance campus sustainability while supporting other institutional challenges and priorities.

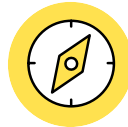
# Strategic Framework

The Environmental Sustainability Strategy has four core elements, reinforcing what sustainability issues matter, why they are important to Waterloo, where the University needs to go, and how the campus community gets there.



## GLOBAL THEMES

To understand where to focus amidst the breadth of sustainability challenges, Waterloo identifies three areas of highest relevance: **thriving ecosystems**, **climate action and resilience**, and **the circular economy**.



## CORE DIRECTIONS

Connecting these themes and links, Waterloo describes **12 core directions** that reinforce long-term outcomes and destinations for the campus community, while identifying short-term actions.



## CAMPUS LINKS

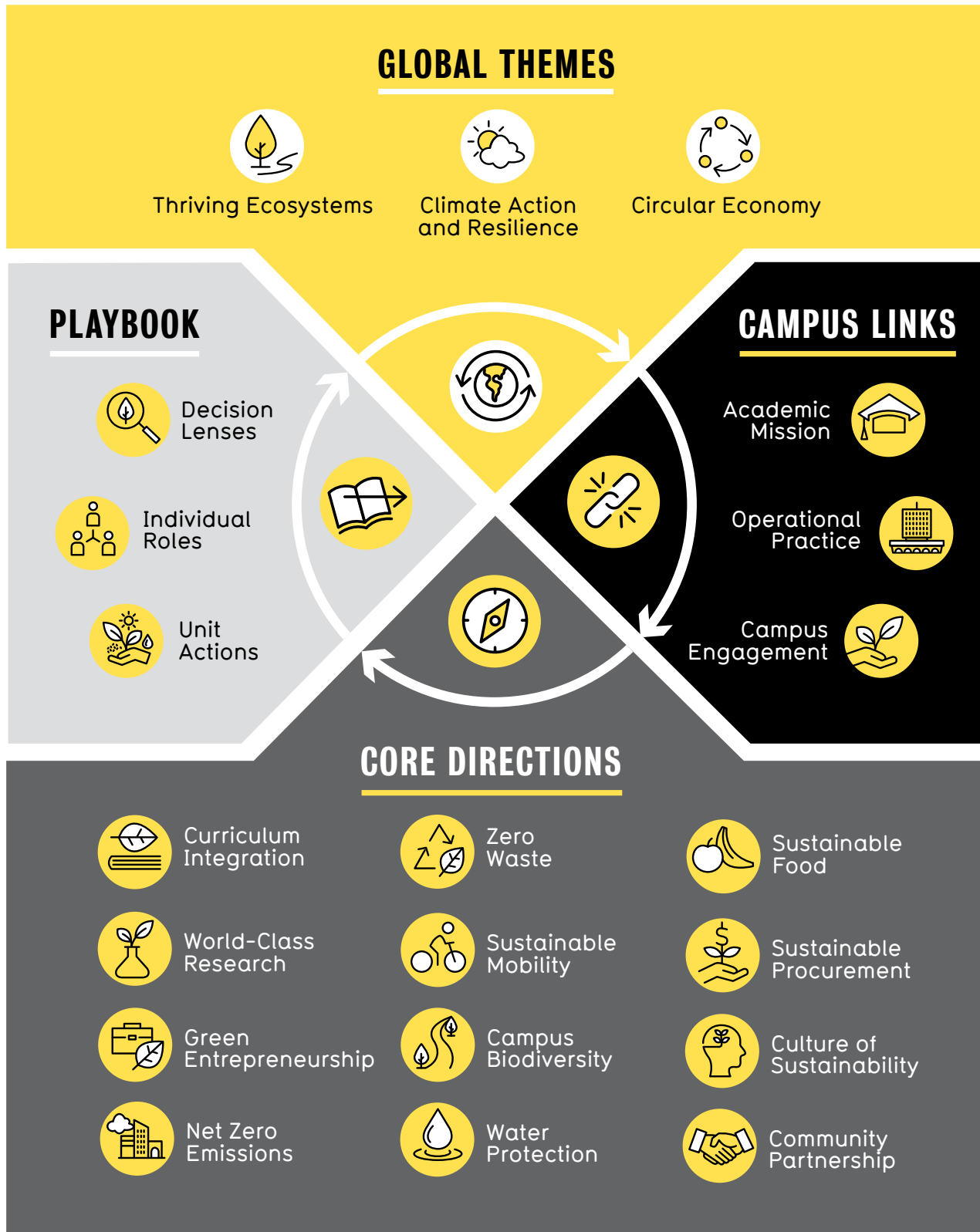
These are not abstract issues. Waterloo identifies how sustainability impacts are important to its **academic mission**, how they affect **operational practice**, and how sustainability themes are important to **campus engagement**.



## SUSTAINABILITY PLAYBOOK

To support working together, Waterloo outlines a playbook for how **decision lenses** can align outcomes, **individual roles** can contribute, and unique **unit actions** must support an “all of campus” approach.

Figure 4: Environmental Sustainability Strategy Framework



# Global Themes

Waterloo has organized global sustainability challenges and efforts to address those challenges under three tightly connected themes of thriving ecosystems, climate action and resilience, and the circular economy. These themes are not mutually exclusive and are highly interactive.



# 4.1. Thriving Ecosystems



Biodiversity and ecosystems face numerous challenges from human activity, including direct destruction of habitats, pollution, agricultural expansion, movement of invasive species, and a changing climate. Globally, there continues to be major declines in ecosystem health and biodiversity, with an estimated 73% loss in species populations of amphibians, birds, fish, mammals, and reptiles since 1970<sup>2</sup>, and over 75% of the terrestrial environment being “severely altered” by human activity<sup>3</sup>.

Key pushes of global action to support thriving ecosystems and biodiversity include:

- ▶ Limiting deforestation, particularly from agricultural expansion
- ▶ Deeper collaborative governance efforts to protect biodiversity through the Kunming-Montreal Global Biodiversity Framework
- ▶ Establishing areas for conservation and natural flourishing with limited human impact
- ▶ Creating special protection and support for the most endangered and vulnerable species
- ▶ Reducing air, land, and water pollution that impacts species and ecosystems



## 4.2. Climate Action and Resilience

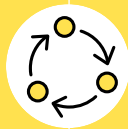
The world's climate is changing, primarily due to human emissions of greenhouse gases from energy use, transportation, industry, agriculture, and changing use of land. A changing climate has long-term consequences for human and non-human wellbeing, including weather and precipitation changes, wildfires, changing disease vectors, food and water insecurity, and more. As noted in section 2, there has been major investment to reduce emissions to avoid the worst impacts of climate change and adapt to changes already being experienced. As of 2025, the rate of emissions increases has slowed globally, but emissions continue to rise.

Major global pillars of climate action include:

- ▶ Using energy far more efficiently and reducing the amount of energy needed
- ▶ Electrifying end-uses of energy that use fossil fuels, such as vehicles and furnaces
- ▶ Generating electricity from clean and renewable sources
- ▶ Creating new technologies to reduce industrial emissions, including steel and cement
- ▶ Improving agricultural practices, including livestock, and reducing ecosystem decline
- ▶ Strengthening infrastructure, systems, and services to support climate resilience for changes that are unavoidable
- ▶ Embedding climate adaptation through supply chains, economic systems, and monitoring and early warning, as well as minimizing growing risks for human and planetary health



## 4.3. Circular Economy



Finally, the global economy relies on vast amounts of physical materials that need to be extracted, manufactured, and disposed of across global supply chains. This can lead to the depletion of resources, for example through precious metals and ores, accumulation of waste that must be managed, and creation of synthetic materials with harmful effects on humans and the environment, such as microplastics or “forever chemicals”. Considerable thought has been applied to strategies that move from this linear mode of production to something more circular, emphasizing the intentional design of systems to keep physical materials safe and in use for as long as possible.

Important areas of focus within the circular economy include:

- ▶ Simply buying, using, and disposing of less “stuff”
- ▶ Designing products with longer lifespans, durability, repairability, etc.
- ▶ Strengthening the collection of end-of-life programs to improve recycling of materials
- ▶ Innovating in material science to substitute rare, harmful, or difficult to manage materials with more abundant, safer, and more versatile options
- ▶ Integrating sustainability considerations within procurement decisions to send economic incentives and signals into the marketplace

# Campus Links

These global sustainability themes are directly relevant for University of Waterloo. The cascading set of challenges and efforts to address them will affect Waterloo's academic mission, campus operational practices, and engagement of the University community on and off campus.

# 5.1. Academic Mission



The breadth and depth of sustainability challenges are directly connected to Waterloo's academic mission. The world needs talent, innovation, and experience to support new business models, policies, technology, behaviors, and values that will shape the transition to a sustainable future. Every sector of the economy will be impacted by sustainability transitions.

Waterloo's academic mission links directly to sustainability in many of the following ways:

- ▶ **Purposeful work:** As future leaders in their respective fields, graduates will increasingly need to navigate these complexities and draw upon core sustainability competencies relevant to their industry. This presents exciting opportunities for leadership and impactful careers, identifying ways for their organizations to reduce harm and support progress.
- ▶ **Entrepreneurial success:** Entrepreneurs wanting to launch new business ventures will need to be tightly attuned to shifting market realities, consumer preferences, and regulatory contexts. This is central for cleantech and other purpose-focused companies but creates material risk and reward considerations for any new organization.
- ▶ **Impactful research:** Waterloo's strength in applied and foundational research, and its wide network of partnerships, are ideally suited to contribute to sustainability solutions. Industry, governments, and civil society need access to solid understanding of challenges, and access to highly interdisciplinary approaches to address them.
- ▶ **Reputation:** A university's long-term strength is anchored in its ability to attract world-leading talent, for research, teaching, and scholarship. Students, faculty, staff, alumni, and partners are increasingly concerned and expect world-leading institutions such as Waterloo to demonstrate sustainability leadership. New rankings, ratings, and designations related to sustainability are highlighting this brand connection and reputational imperative.



## 5.2. Operational Practices

There is a growing need for the campus to prioritize sustainability in its own operational practices. This corporate-focused responsibility recognizes that universities are large institutions, often acting as small cities. With over 8.5 million square feet of space and over 45,000 students and employees, University of Waterloo has large sustainability impacts, particularly at the local scale. Tangible benefits from proactively shifting operational actions include creating new opportunities and mitigating major risks related to:

- ▶ **Resiliency and energy security:** Efficient buildings can mitigate impacts from extreme weather, local energy production can provide backup power, electrification can buffer swings in gas and fuel costs, and reduced resource use can lower supply chain pressures.
- ▶ **Operational efficiency:** Many sustainability actions create direct cost efficiencies for the campus, through elimination of waste, co-ordination of resources, reductions in energy and water use, and prioritizing durability and long-term optimization.
- ▶ **Regulatory compliance:** Waterloo must already comply with laws and statutes to advance various aspects of sustainability, and these will likely increase over time. Proactively improving practices is important to stay ahead of regulatory changes.
- ▶ **Future-proofing and effective asset stewardship:** Waterloo owns and operates buildings and infrastructure that will need to service the campus now and decades into the future. Making sustainable investments today can future-proof against the needs of tomorrow, often at far less cost than fixing things later.
- ▶ **Operational innovation:** Clean and sustainable technologies are changing rapidly. The workforce will evolve accordingly, and Waterloo's systems and building operators can proactively and professionally adapt to build experience and leadership in their field.



## 5.3. Campus Engagement



With over 45,000 students, faculty, and staff, and hundreds of thousands of alumni, the University community will be important agents of change to support sustainability transitions, both on and off campus. Campus engagement can support individuals to make sustainable choices in offices, residences, labs, and classrooms, as well as build opportunities for input and sustainability leadership. Sustainability engagement directly benefits the University community through:

- ▶ **Leadership development:** Sustainability engagement can provide opportunities for employees and students to step into leadership positions outside their normal roles.
- ▶ **Skill-building:** Programs for sustainable living, working, and learning support practical life skills that strengthen sustainability, affordability, and resiliency on campus and beyond.
- ▶ **Better spaces:** Sustainable buildings and green spaces can be more comfortable, better lit, and more welcoming, leveraging the built and natural environment to support student success, research excellence, and workplace efficiency.
- ▶ **Collaboration:** The campus-wide nature of sustainability actions creates the need for collaboration and mutual support, in the spirit of One Waterloo.
- ▶ **Well-being:** Healthy and sustainable food, active transportation, reduced exposure to pollutants, and access to nature can directly support mental and physical health.
- ▶ **Satisfaction:** Students and employees want to work in organizations making sustainability a priority, with potential benefits for recruitment, retention, and productivity.

# Core Directions

The background of the page is a photograph of the University of Waterloo's large, dark metal logo in a snowy landscape. The logo consists of the letters 'U', 'N', 'I', 'V', 'E', 'R', 'S', 'I', 'T', 'Y' of 'W', 'A', 'T', 'E', 'R', 'L', 'O', 'O' in a stylized, three-dimensional font. The letters are set on a concrete base, and the ground is covered in snow. In the background, a modern building with a grid-like facade is visible under a clear blue sky.

Reflecting on these themes and links, Waterloo has identified 12 major directions to guide campus action. Each direction below includes a brief vision of how the campus of 2050 would look as progress is made. **Appendix A** outlines immediate actions for the 2026-30 timeframe.



### 1. Integrate meaningful sustainability competencies for student learning

As the world navigates sustainability crises and transitions, Waterloo graduates step out of their programs with relevant skills, competencies, and experiences to help society make progress. Students have many opportunities to deepen their understanding of sustainability, and it is woven into all programs in discipline-appropriate ways, equipping students to be sustainability leaders in their careers.

Actions through 2030:

- ▶ Expand the Sustainability Living Lab programming opportunities and resources
- ▶ Support program innovation through the Sustainability Integration in Curriculum Grants
- ▶ Foster interdisciplinary collaboration through an engaged community of practice
- ▶ Curate tools and resources for educators to use to simplify and improve course and program integration, and strengthen campus-wide learning outcomes around sustainability



### 2. Deliver world-class research in support of sustainability

Society looks to Waterloo's subject matter experts to support sustainability actions. Researchers across interdisciplinary teams have strong relationships to inform decision-makers across sectors and shape the technologies, policies, business models, and social structures advancing sustainability transformations.

Actions through 2030:

- ▶ Strengthen development of the Sustainable Futures cluster
- ▶ Develop partnerships for knowledge mobilization and impact with industry and government
- ▶ Create a 1-window or similar opportunity to identify research strengths and connections



### 3. Embed sustainability in entrepreneurship

Startups from Waterloo's entrepreneurship ecosystem become leaders in the emergent clean economy. Training programs, mentorship, funding connections, and on-campus testing and development opportunities help companies launch and scale solutions to sustainability challenges, while reducing harm and succeeding financially.

Actions through 2030:

- ▶ Create a workshop series for startups and entrepreneurs on how to embed sustainability in emerging business models
- ▶ Build relationships with external funders, VC, and other partners to support capitalization of sustainability-focused startups
- ▶ Pilot a sustainability innovation funding program to support sustainability-focused student startups that have on-campus applications



### 4. Reduce greenhouse gas emissions to net zero by 2050

Waterloo transforms its physical campus and operational practices to be a leader in energy efficiency and decarbonization. The campus integrates low-carbon technologies through modernization of buildings and advanced district energy infrastructure, all while improving energy resiliency. The University leverages its size and impact to consistently drive greenhouse gas reductions through its supply chain and day-to-day functions.

Actions through 2030:

- ▶ Implement the 2026–2030 phase of energy efficiency and electrification projects from the *Shift:Neutral* climate action plan
- ▶ Complete the submetering project, and begin integrating into activity-based budget allocation model
- ▶ Increase base funding to the Revolving Fund
- ▶ Develop an Energy Management System based on ISO 50001
- ▶ Update the Sustainable Building Guideline to include existing buildings, embodied carbon, and other sustainable impacts



#### 5. Achieve zero waste by 2035

Students, employees, and visitors at Waterloo re-imagine their relationships with physical resources, shifting campus culture to consume smarter, throw away less, and repurpose more. Systems and programs make it easy for people to eliminate waste and prioritize reusability.

Actions through 2030:

- ▶ Develop and implement more detailed zero-waste action plan
- ▶ Integrate waste diversion data within building performance metrics
- ▶ Renew the waste hauling contract and identify service improvement opportunities



#### 6. Support a sustainable transportation system

Getting to, from, and around campus is easy, accessible, and reduces greenhouse gas emissions. Waterloo's policies and transportation infrastructure support walking, cycling, rolling, public transit, and zero-emissions vehicles, while strengthening the connection of the University to its surrounding communities.

Actions through 2030:

- ▶ Recognizing the substantial planning work already underway or completed, implement the actions identified within the *Shift:Mobility* sustainable transportation plan
- ▶ Develop and implement actions within a Fleet Plan



#### 7. Steward campus biodiversity and greenspaces

The outdoor campus becomes a thriving hub for local biodiversity, creating attractive and vibrant spaces for human connection while deepening the relationship with the more than 2,400 non-human species that call the campus home. Greenspaces are naturalized, protected, and support wellbeing.

Actions through 2030:

- ▶ Prioritize preservation of green spaces and naturalization within the Campus Plan
- ▶ Fully implement the Sustainable Land Care Standard



### 8. Protect water quality and local water ecosystems

The campus prioritizes water conservation, improving water efficiency year-over-year. It protects natural waterways that flow through and beneath the University, supporting safe drinking water and managing stormwater for the surrounding community.

Actions through 2030:

- ▶ Conduct a water audit, and develop a water action plan
- ▶ Complete the faucet aerator replacement project across all lab and clinical spaces
- ▶ Include water efficiency requirements, fixture standards, and greywater in Sustainable Building Guideline
- ▶ Establish baseline data for water quality of campus aquatic ecosystems



### 9. Prioritize sustainably certified, local, equitable, and plant-based food systems

Cafeterias and food service locations across Waterloo center healthy, sustainable, and affordable food choices. From farmers that grow the food, to the campus community who consumes it, the land, water, emissions, and social impacts of the food system align with Waterloo's values while providing flavorful and nutritious options.

Actions through 2030:

- ▶ Maintain and expand procurement of local and sustainably-certified food options
- ▶ Expand the plant-based options at all eateries around campus
- ▶ Develop an engagement plan to direct customers to healthy and sustainable food choices on campus menus
- ▶ Expand on-campus community gardens in closer proximity to the South Campus



### 10. Factor sustainability requirements into all major purchasing decisions

As businesses grapple with their own sustainability journeys, Waterloo leverages its buying power to build smart and responsible partnerships within its supply chain. It understands and makes decisions based on the wider value of its purchases, not just first cost, and prioritizes and incentivizes sustainable products, services, and vendors.

Actions through 2030:

- ▶ Develop a sustainable procurement policy
- ▶ Update the Lifecycle Costing guideline
- ▶ Implement an enterprise solution for tracking supply chain sustainability risks and opportunities, as well as quantification of upstream impacts



## 11. Foster a culture of sustainability engagement and accountability

People across the campus community clearly understand how they need to help Waterloo advance its strategic directions. In offices, residence buildings, labs, and classrooms, students and employees are empowered and responsible for giving feedback and support, shifting their everyday practices, and finding unique leverage points as agents of change.

Actions through 2030:

- ▶ Work with all major University departments to develop an accountability matrix of unit roles and responsibilities
- ▶ Integrate unit responsibilities into annual reporting processes
- ▶ Identify opportunities to integrate sustainability-related achievements and efforts in employee performance evaluations
- ▶ Clarify sustainability-related responsibilities in relevant job descriptions
- ▶ Update and increase participation in the employee sustainability training series
- ▶ Maintain the Sustainability Action Fund to support student and employee-led sustainability projects
- ▶ Grow participation in the Sustainability Leadership Certificate
- ▶ Transition the Green Labs program to a service-focused and campus-wide approach
- ▶ Continuously improve on the Green Residence and Green Office programs
- ▶ Improve storytelling about campus sustainability to internal and external audiences



## 12. Strengthen community partnerships to leverage campus and local action

University of Waterloo is an anchor institution in Waterloo Region and is a pivotal part of the community's transformation to a sustainable future. The University brings global expertise to solve real-world challenges and empowers students and employees to bring their sustainability experiences from the campus to their homes, community groups, social networks, and future workplaces.

Actions through 2030:

- ▶ Encourage employees of the University to participate in relevant leadership positions within local and regional sustainability activities
- ▶ Empower the local community by sharing Waterloo's sustainability experience with other organizations and civil society
- ▶ Leverage Waterloo's academic expertise to directly support community partners in local sustainability planning and related initiatives

# Governance and Continuous Improvement

Implementing the Environmental Sustainability Strategy requires leadership and coordination across the campus. Waterloo has built strong foundations of sustainability governance throughout the 2017-2025 ESS, which can be enhanced in the coming years to continuously improve collaboration and efficiency.



## Key actions to support ongoing governance and continuous improvement include:

- ▶ **Leverage the President’s Advisory Committee on Environmental Sustainability** for insight on campus sustainability planning. As a multi-stakeholder body that includes students, staff, faculty, and administration, PACES is well-positioned to provide regular input and advice on high-level sustainability planning. Regular review of membership to react to changing priorities, as well as ongoing empowerment of topic-specific working groups, will be important.
- ▶ **Maintain and expand capacity and positioning of Sustainability Office** to professionally support institutional sustainability efforts. While action must be supported from all areas of campus, Waterloo’s Sustainability Office provides a crucial role to catalyze those actions, to co-ordinate efforts across different user groups, and to regularly monitor and report on progress.
- ▶ **Maintain Gold rating through the Sustainability Tracking Assessment and Rating System (STARS)**, administered by the Association for the Advancement of Sustainability in Higher Education (AASHE). AASHE is a transparent and well-respected benchmark for the post-secondary sector, strengthening Waterloo’s direct disclosures within a third-party framework and enabling peer comparisons.
- ▶ **Consolidate sustainability information within a Sustainable Management System**, leveraging best practices from the ISO 14001 standard. This cuts across many of the actions and directions noted above, with an emphasis on documentation, process improvement, data management, responsibilities and accountabilities, and assurance.
- ▶ **Streamline sustainability reporting and strengthen integrated reporting** of material sustainability topics within overall institutional reporting. Waterloo is a leader in transparently reporting its sustainability progress. Complementing yearly reporting with as close to real-time information as possible, while providing actionable insights for units and governance bodies, should be a priority. Additional effort will be needed to integrate sustainability metrics within financial reporting and institutional performance indicators.
- ▶ **Utilize new technologies and systems to improve efficiency and effectiveness**, including business intelligence platforms and artificial intelligence. New advances in BI and AI should be leveraged to automate time-intensive processes around gathering and disseminating information.

The ESS will be reviewed no later than 2030, to identify future action opportunities and revisit the overall frameworks established here. Annual and active reporting cycles will monitor implementation on an ongoing basis and identify opportunities for improvement or adjustment as necessary.

# Sustainability Playbook

Waterloo's sustainability directions are bold, but they are high-level and sometimes abstract to individuals across campus, even though each person has some level of shared responsibility.

How can you help? What role can you play? What does your team need to do? The Sustainability Playbook is meant to make it real: simple and clear ways for individuals and departments to align efforts and decisions with Waterloo's goals.

*The Sustainability Playbook is meant to make it real: simple and clear ways for individuals and departments to align efforts and decisions with Waterloo's goals.*

For more information on how you can support the Sustainability Playbook, visit [uwaterloo.ca/sustainability/get-involved](http://uwaterloo.ca/sustainability/get-involved)



## 8.1. Decision Lenses

From everyday actions to major strategic investments, almost all decisions on campus have a sustainability impact – on ecosystems, on climate, and on our physical material footprint.

Lenses are prompts to reflect these impacts in decisions of any scale. They are meant to narrow down a simple set of questions that you can ask yourself to align an action or a decision with Waterloo's sustainability directions.

To apply the lenses when making a decision, *ask yourself if the action will:*

### CLEAN ENERGY

- ✓ Use significantly less energy or water
- ✓ Use clean and renewable energy instead of fossil fuels

### CONSUMPTION

- ✓ Reduce consumption and purchases
- ✓ Eliminate waste at all stages
- ✓ Properly sort unavoidable waste into diversion/recycling streams

### CONSERVATION

- ✓ Prioritize plant-based over animal-based products
- ✓ Avoid chemical pollution
- ✓ Protect habitats on campus and beyond

### COMMUNITY

- ✓ Support sustainable suppliers/partners
- ✓ Communicate and raise awareness on sustainability
- ✓ Consider impacts on marginalized and racialized groups
- ✓ Improve wellbeing

These “4 Cs” are a good starting point. Not all of these may be applicable, but if the answers are “yes” to many of these, you will likely be helping Waterloo make progress. If the answers are “no”, there is likely opportunity to make a more sustainable choice.

Of course, if you have questions, reach out to the Sustainability Office!

## 8.2. Individual Roles



Each person on campus can have an impact as an individual. Personal actions like sorting waste, buying local or plant-based foods, turning off the lights, or walking, cycling, or taking transit, are necessary and important. But they are the start of how you can help, not the limit.

All members of the campus community can have an even bigger impact by leveraging their own unique roles, building support for bigger and more impactful changes. It starts with understanding your environmental footprint, but, in the words of climate scientist Dr. Katherine Hayhoe, expands to looking at your “environmental shadow” – the ways you can influence the people and systems around you.

*Personal actions are necessary and important. But they are the start of how you can help, not the limit.*

When considering how your role can support campus sustainability, *ask yourself if you can:*

### SENIOR LEADERSHIP

- ✓ Reinforce sustainability as a strategic priority
- ✓ Integrate sustainability in governance systems and accountabilities
- ✓ Align systems, rules, and incentives to point to sustainability
- ✓ Mobilize resources that support sustainability efforts

### DEPARTMENT HEADS AND MANAGERS

- ✓ Connect sustainability to program and service delivery
- ✓ Create unit goals and priorities related to sustainability
- ✓ Integrate sustainability in operational practices
- ✓ Measure relevant sustainability impacts
- ✓ Create opportunities to engage employees on sustainability
- ✓ Foster sustainability collaborations with other units

### FACULTY

- ✓ Connect sustainability to course learning outcomes
- ✓ Use the Sustainability Living Lab for experiential learning opportunities
- ✓ Connect research expertise to sustainability challenges
- ✓ Serve on campus committees or working groups related to sustainability
- ✓ Build sustainability into partnerships and professional networks

### STAFF

- ✓ Integrate sustainability in daily job functions and duties
- ✓ Communicate relevant sustainability information in service to students and colleagues
- ✓ Provide feedback on sustainability opportunities or risks
- ✓ Explore leadership roles through Green Office/Labs, and take sustainability training
- ✓ Make connections with peers and in the wider community

### STUDENTS

- ✓ Learn about sustainability in courses
- ✓ Join sustainability clubs, Green Residence Ambassadors, or other leadership opportunities
- ✓ Include sustainability in co-op and experiential learning
- ✓ Ask about sustainability in campus programs and services
- ✓ Complete the Sustainability Leadership Certificate

And don't worry if you can't do them all. The important thing is that you see what you can do, and decide what to do next.





## 8.3. Unit Actions

Just like individuals, each department or team on campus will need to be part of Waterloo’s sustainability directions. Aligning with these directions, even over the long-term, requires a whole-of-institution approach, with each team identifying opportunities to help the wider campus succeed.

Some of these actions will be common across teams – day-to-day practices that support sustainability behaviours in the department. Other actions will be highly unique to each unit. These are your team’s sustainability “superpower” – responsibilities and authorities that align with each department’s specific mandate and function.

To align unit action in support of campus goals, employees and managers can *ask their team*:

COMMON ACTIONS	UNIT SUPERPOWERS
<ul style="list-style-type: none"> <li>✓ <b>Planning:</b> Is sustainability in our unit’s goals or action plans?</li> <li>✓ <b>Engagement:</b> Have we talked about sustainability, supported employee development, and built networks that encourage participation in sustainability efforts?</li> <li>✓ <b>Processes:</b> Have we updated processes and procedures to align with sustainability directions?</li> <li>✓ <b>Physical spaces:</b> Have we improved parts of the physical office environment to support sustainability impacts?</li> </ul>	<ul style="list-style-type: none"> <li>▶ What does my unit do that nobody else does, and how does that connect with sustainability goals?</li> <li>▶ Where are the sustainability impacts of the unique work of my department?</li> <li>▶ How do our strategic initiatives integrate the Decision Lenses?</li> <li>▶ What decisions or systems do we oversee that will enable or block others from taking sustainability actions?</li> <li>▶ Who might look to our unit for support to advance sustainability goals, and can we provide that support?</li> </ul>

Some teams may have concise answers to the above, while others may have very long lists, *and that is okay*. The Sustainability Office can help navigate these and add clarity where possible, as well as help to prioritize the unit actions that emerge. **Appendix B** has an example breakdown of these differentiated responsibilities, for reference.



# Appendix A

## Core Directions and Supporting Actions

The following table outlines key performance indicators aligned with each core direction, which will help the University monitor its progress. It also includes select short-term actions for the 2026-2030 timeframe, as well as departments and teams who would need to be active partners for implementation of those actions. The Sustainability Office is not listed, for simplicity, but would be actively involved in leading or supporting almost all identified actions.

DIRECTION	KPIs	SHORT TERM 2026-2030 ACTIONS	PARTNERS
<b>1. Integrate sustainability within and across the curriculum</b>	<ul style="list-style-type: none"> <li>&gt; # of programs with sust. learning outcomes</li> <li>&gt; % of grads with sust. competencies (TBC)</li> <li>&gt; % of co-op work terms with sustainability experiences</li> <li>&gt; Sustainability Literacy Assessment achievement (TBC)</li> </ul>	Expand the Sustainability Living Lab programming opportunities and resources	AVP Academic Programs
		Support program innovation through the Sustainability Integration in Curriculum Grants	AVP Academic Programs
		Foster interdisciplinary collaboration through an engaged community of practice	AVP Academic Programs
		Curate tools and resources for educators to use to simplify and improve course and program integration, and strengthen campus-wide learning outcome around sustainability	AVP Academic Programs
<b>2. Deliver world-class scholarship in support of sustainability</b>	<ul style="list-style-type: none"> <li>&gt; # of researchers with sustainability foci</li> <li>&gt; FWCI within relevant SDG themes (Elsevier)</li> <li>&gt; Sustainability research funding (€)</li> <li>&gt; Research impact metrics (TBC)</li> </ul>	Strengthen development of the Sustainable Futures cluster	Global Futures Network
		Develop partnerships for knowledge mobilization and impact with industry and government	Global Futures Network and Office of Research
		Create a 1-window or similar opportunity to identify research strengths and connections	Global Futures Network, Library, and Office of Research
<b>3. Embed sustainability within entrepreneurship</b>	<ul style="list-style-type: none"> <li>&gt; % of startups who engage with sustainability programming (TBC)</li> <li>&gt; Startup impacts (TBC)</li> </ul>	Create a workshop series for startups and entrepreneurs on how to embed sustainability	Velocity, Conrad, GreenHouse
		Build relationships with external funders, VC, and other partners to support capitalization of sustainability-focused startups	Velocity, Conrad
		Pilot a sustainability innovation funding program to support sustainability-focused student startups that have on-campus applications	PACES
<b>4. Reduce greenhouse gas emissions to net zero by 2050</b>	<ul style="list-style-type: none"> <li>&gt; Total Scope 1+2 emissions</li> <li>&gt; Scope 1/2/3 Emissions</li> <li>&gt; % of reduction in Scope 1/2 from 2015 base year</li> <li>&gt; Total energy use</li> <li>&gt; Energy use intensity</li> <li>&gt; % of change in total energy use</li> </ul>	Implement the 2026-2030 phase of energy efficiency and electrification projects from the Shift:Neutral climate action plan	Facilities, Campus Housing, Faculties
		Complete the submetering project, and begin integrating into activity-based budget allocation model	Facilities, All major Space Owners
		Increase base funding to the Revolving Fund	Associate Provost, Integrated Planning and Budgeting
		Develop an Energy Management System based on ISO 50001	Facilities, PACES-CEWG
		Update the Sustainable Building Guideline to include existing buildings, embodied carbon, and other sustainable impacts	Facilities, PACES-CEWG

DIRECTION	KPIs	SHORT TERM 2026-2030 ACTIONS	PARTNERS
<b>5. Achieve zero waste by 2035</b>	<ul style="list-style-type: none"> <li>&gt; Waste diversion rate (%)</li> <li>&gt; Waste generated per capita</li> </ul>	Develop and implement more detailed zero-waste action plan	Facilities, Housing, Food Services, Faculties
		Integrate waste diversion data within building performance metrics	Facilities, Faculties
		Renew the waste hauling contract and identify service improvement opportunities	Facilities
<b>6. Support a sustainable transportation system</b>	<ul style="list-style-type: none"> <li>&gt; Sustainable transportation modal share</li> <li>&gt; Sustainable transportation catchment efficiency</li> <li>&gt; Land use for transport infrastructure</li> <li>&gt; GHG emissions from campus fleet</li> </ul>	Recognizing the substantial planning work already underway or completed, implement the actions identified within the <i>Shift:Mobility</i> sustainable transportation plan	Multiple parties per STP plan
		Develop and implement actions within a Fleet Plan	Facilities, Sustainable Transportation, Faculties, Food Services, and other fleet owners
<b>7. Steward campus biodiversity and green spaces</b>	<ul style="list-style-type: none"> <li>&gt; Campus biodiversity index (#)</li> <li>&gt; % of Sustainable Land Care Standard Implemented</li> <li>&gt; Total area of naturalized/semi-naturalized greenspace</li> </ul>	Prioritize preservation of green spaces and naturalization within the Campus Plan	Facilities, Real Estate
		Fully implement the Sustainable Land Care Standard	Facilities
<b>8. Protect water quality and local water ecosystems</b>	<ul style="list-style-type: none"> <li>&gt; Total Water Consumption (m3)</li> <li>&gt; Water use intensity (m3/m2)</li> <li>&gt; Stormwater retention and permeability (TBC)</li> <li>&gt; Water discharge quality</li> </ul>	Conduct a water audit, and develop a water action plan	Facilities
		Complete the faucet aerator replacement project across all lab and clinical spaces	Facilities, Office of Research, Faculties
		Include water efficiency requirements, fixture standards, and greywater in Sustainable Building Guideline	Facilities
		Establish baseline data for water quality of campus aquatic ecosystems	Facilities
<b>9. Prioritize sustainably certified, local, equitable, and plant-based food systems</b>	<ul style="list-style-type: none"> <li>&gt; % of food that is local, sustainably certified, and grown onsite</li> <li>&gt; % of plant-based meals</li> </ul>	Maintain and expand procurement of local and sustainably-certified food options	Food Services
		Expand the plant-based options at all eateries around campus	Food Services
		Develop an engagement plan to direct customers to healthy and sustainable food choices on campus menus	Food Services, Comms + Institutional Relations
		Expand on-campus community gardens in closer proximity to the South Campus	Facilities

DIRECTION	KPIs	SHORT TERM 2026-2030 ACTIONS	PARTNERS
<b>10. Factor sustainability requirements into all major purchasing decisions</b>	<ul style="list-style-type: none"> <li>&gt; Supply chain sustainability impacts</li> <li>&gt; % of compliance with sustainable procurement guideline</li> </ul>	Develop a sustainable procurement policy	Finance
		Update the Lifecycle Costing guideline	Finance, Facilities
		Implement an enterprise solution for tracking supply chain sustainability risks and opportunities, as well as quantification of upstream impacts	Finance
<b>11. Foster a culture of sustainability engagement and accountability</b>	<ul style="list-style-type: none"> <li>&gt; % of employees who have completed sustainability training</li> <li>&gt; % of departments in/certified in GreenX</li> <li>&gt; % of students engaged in programming</li> <li>&gt; # of projects/\$ amount distributed through SAF</li> <li>&gt; Level of awareness from on and off-campus constituencies about sustainability progress and actions</li> </ul>	Work with all major University departments to develop an accountability matrix of unit roles and responsibilities	All units
		Integrate unit responsibilities into annual reporting processes	All units
		Identify opportunities to integrate sustainability-related achievements and efforts in employee performance evaluations	Human Resources
		Clarify sustainability-related responsibilities in relevant job descriptions	Human Resources
		Update and increase participation in the employee sustainability training series	Human Resources
		Maintain the Sustainability Action Fund to support student and employee-led sustainability projects	PACES
		Grow participation in the Sustainability Leadership Certificate	AVP Academic Programs and Curriculum Integration Working Group
		Transition the Green Labs program to a service-focused and campus-wide approach	Facilities, Faculties, Office of Research
		Continuously improve on the Green Residence and Green Office programs	Campus Housing and All units
		Improve storytelling about campus sustainability to internal and external audiences	Comms + Institutional Relations, Alumni Relations
		<b>12. Strengthen community partnerships to leverage campus and local action</b>	<ul style="list-style-type: none"> <li>&gt; # of partnerships or community initiatives</li> <li>&gt; # of outreach activities or events</li> </ul>
Empower the local community by sharing Waterloo's sustainability experience with other organizations and civil society	Community Relations and Events		
Leverage Waterloo's academic expertise to directly support community partners in local sustainability planning and related initiatives	Community Relations and Events		



# Appendix B

## Example Unit Responsibilities

Each major department and team on campus has a unique opportunity to support Waterloo's sustainability directions. Beyond the specific actions listed in Appendix A for the 2026-2030 timeframe, these are evergreen roles that, if done collectively, align cross-campus efforts.

This appendix illustrates a series of high-level examples for each major unit across the University, looking at Executive-Council level portfolios and, where material in their impacts, several sub-units (as of January 2026). This is not meant to be final nor fully complete, but is a starting point for further discussion, identifying potential areas where each team has some level of unique ownership and responsibility that can be the basis for sustainability support.

PORTFOLIO	MAJOR UNIT	AREAS OF RESPONSIBILITY
<b>VP Administration and Finance</b>	Facilities	Integrates sustainability requirements throughout campus operational processes and practices and leads implementation across capital projects.
	Finance	Embeds sustainability within relevant financial policies, procedures and procurement, and supports data collection and institutional reporting on Scope 3 emissions and the wider supply chain.
	Information Systems and Technology	Leverages IT systems to strengthen sustainability efforts and integrates sustainability within lifecycle technology management.
	Human Resources	Connects sustainability to recruitment, retention, employee development, and performance processes.
	Real Estate	Guides land use decisions to support campus sustainability goals related to climate, transportation, water, and biodiversity.
	Risk Management	Maintains compliance inventories and identifies material sustainability-related risks and disclosure requirements across the campus.
	Safety, Security and Transportation	Leads the Sustainable Transportation Plan and builds consideration of climate and environmental impacts across relevant safety policies and procedures.
	Strategy and Operations	Connects sustainability considerations within institution-wide support services offered for change management and project management.
	Sustainability Office	Oversees institutional sustainability directions and governance, supports program and project implementation, and measures overall progress and performance.

PORTFOLIO	MAJOR UNIT	AREAS OF RESPONSIBILITY
	AVP – Academic Operations	Aligns resource allocations within the University budget model, integrates sustainability considerations in space planning, and curates institutional data and reporting relevant to sustainability.
	AVP – Faculty Planning and Policy	Includes relevant sustainability considerations within the development of faculty policy.
	AVP Academic Programs Office	Establishes processes, systems, and incentives to integrate sustainability across undergraduate programs while supporting academic departments with new sustainability program design.
	AP Students Portfolio	<p><b>Athletics</b> – Implements sustainability measures within Athletics spaces and strengthens integration of green sports.</p> <p><b>Campus Housing</b> – Integrates sustainability into long-term portfolio management and creates meaningful opportunities for sustainable living within the residence experience.</p> <p><b>Campus Wellness</b> – Connects sustainability determinants within programs and services to support student wellbeing.</p> <p><b>Food Services</b> – Leads sustainable food procurement and prioritizes sustainability in menu design and operations.</p> <p><b>Print &amp; Retail Solutions</b> – Evolves products and services to prioritize sustainable procurement and responsible consumption.</p> <p><b>Student Success Office</b> – Connects students with leadership opportunities related to sustainability as part of skill development.</p> <p><b>UWaterlooLife</b> – Facilitates campus-wide communication with student audiences on key sustainability services and initiatives.</p>
VP Academic and Provost	Campus Supports and Accessibility	Aligns sustainability efforts alongside those of universal design to support all members of the campus community in thriving across campus spaces and services.
	Co-op and Experiential Education	Facilitates sustainability-related experiential learning through co-op placements, leveraging the employer network, and professional development courses.
	Faculties	Support departments, instructors, and researchers in integrating sustainability across academic programs and facilitating interdisciplinary collaborations and partnerships on teaching and research.
	Graduate Studies and Postdoctoral Affairs	Establishes processes, systems, and incentives to integrate sustainability across graduate programs while supporting academic departments with new sustainability program design.
	Library	Mobilizes and curates resources and knowledge to support educational, research, and operational sustainability objectives and needs.
	Office of Indigenous Relations	Co-develops efforts that deepen relationships with and protect campus ecosystems, while drawing on Indigenous knowledges to advance sustainability goals.
	Office of Equity, Diversity, Inclusivity and Anti-Racism	Reinforces connections related to environmental justice and local and global inequities, and supports planning for just transitions.
	Registrar’s Office	Establishes processes for identifying sustainability content across the curriculum and academic calendar and supporting relevant program development and student recruitment.

PORTFOLIO	MAJOR UNIT	AREAS OF RESPONSIBILITY
VP Research and International	Research Oversight and Integrity	Supports evaluation of research outcomes and data related to sustainability, as well as impacts from institutional travel abroad.
	Research Grants and Infrastructure	Integrates sustainability impact considerations within research grants and proposals, and supports sustainability-related centres and institutes.
	Partnerships, Entrepreneurship and Commercialization	Develops partnerships to mobilize Waterloo's research expertise across sectors, and integrates programming, resources, and partnerships that support entrepreneurs and innovators to connect sustainability within emerging business models.
VP Advancement and External Relations	Advancement	Mobilizes resources and partnerships with donors to support project and plan implementation across all elements of the Environmental Sustainability Strategy and subsequent action plans.
	Alumni Relations	Strengthens connections to sustainability through the alumni network, creating opportunities for mentorship, research, and advancement.
	Communications and Institutional Relations	Leverages institutional communication channels for communication with internal audiences, and support advocacy and co-ordination efforts with external parties in government.
	Community Relations and Events	Facilitates partnerships with local organizations and supports advocacy on-campus event planners with integration of sustainable practices.
	Marketing and Brand Strategy	Positions sustainability stories and commitments prominently within institutional branding and storytelling, including through the Global Futures.
Other, reporting to the President	AVP Innovation	Strengthens sustainability content within Waterloo's life-long learning offerings and skill and capacity building with industry partners.
	Legal and Immigration Services	Reviews and provides guidance on evolving sustainability and environmental legal and compliance requirements.
	Global Futures Network	Supports collaboration and mobilization of resources across campus that advance projects and initiatives under the Sustainable Futures theme.
	Secretariat	Aligns institutional policies and governance around sustainability directions, and supports development of sustainability-focused guidelines, policies, and procedures.

## Footnotes

<sup>1</sup><https://uwaterloo.ca/about/facts>

<sup>2</sup>See WWF, *2024 Living Planet Report, 2024*. Available online at: <https://www.worldwildlife.org/publications/2024-living-planet-report>

<sup>3</sup>See UN IPBES, *The Global Assessment Report on Biodiversity and Ecosystem Services, 2019*. Available online at: <https://www.ipbes.net/global-assessment>

<sup>4</sup>For example, see the Job Function Action Guides developed by Project Drawdown for examples of how climate and sustainability competencies can map across typical corporate roles. Available online at: <https://drawdown.org/job-function-action-guides>

<sup>5</sup>See, for example, the Inevitable Policy Response initiative commissioned through the UN Principles for Responsible Investment. Energy Transition Advisors and Theia Finance Labs, *Inevitable Policy Response, 2025*. Available online at: <https://ipr.transitionmonitor.com>

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